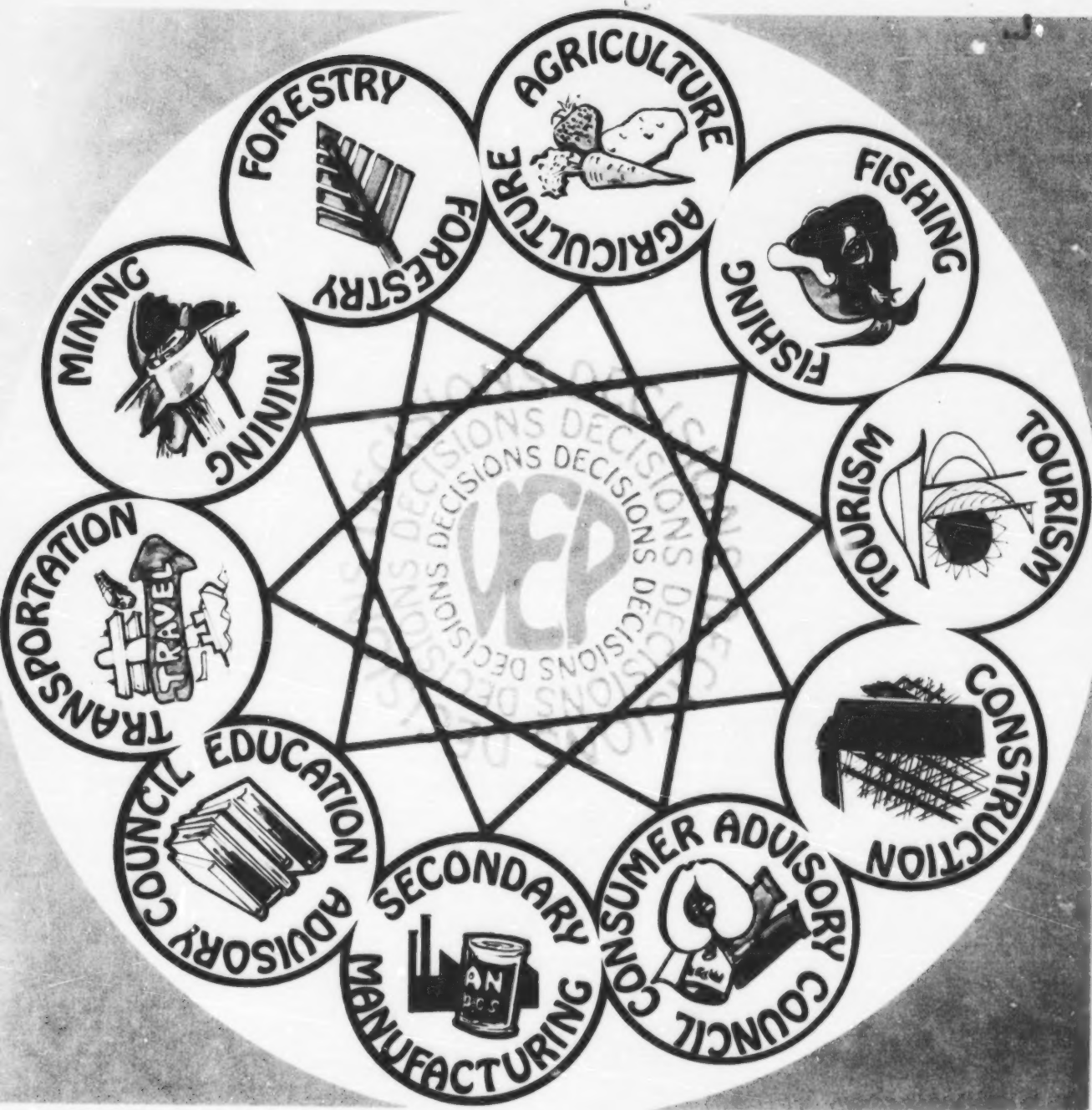


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VOLUNTARY ECONOMIC PLANNING
annual report 70



VOLUNTARY ECONOMIC PLANNING

ANNUAL REPORT 1970



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The Honourable Gerald A. Regan,
Premier of Nova Scotia,
Province House,
Halifax, Nova Scotia.

Dear Mr. Regan:

I have the honor to present the 1970 Annual Report of Voluntary Economic Planning.

This report reviews the history of Voluntary Economic Planning, outlines some of the new programs undertaken in 1970 and includes highlights from the Report of a Special Committee of the Board. This report was commissioned to examine the philosophy and experience of Voluntary Economic Planning and to suggest ways in which Voluntary Economic Planning might be altered, strengthened and improved to meet the ever changing needs and requirements of these fast moving times.

The year 1970 marked a turning point for Voluntary Economic Planning. Changes were made in its basic philosophy and it became actively involved in special projects, some on an experimental or pilot basis and others of a continuing nature. On its inauguration Voluntary Economic Planning was the first and only economic planning body in Nova Scotia and became heavily involved on many fronts, one of which was supplying economic research information to the Government. In its new role, it is envisaged that Voluntary Economic Planning will relinquish its Government information service function to enable it to become more active in the private sector of the economy.

The Report of the Special Committee of the Board referred to above, which your Government has studied, approved and agreed to support, is considered as the mandate which will enable Voluntary Economic Planning to become more effective in promoting and assisting with the development of Nova Scotia. That is, by making it possible for the private sector to supply more thoroughly researched contributions to the planning process, stronger, more realistic plans are expected to result. However, if this procedure is to be successful it is imperative that your Government recognize and accept its responsibilities and commitments towards Voluntary Economic Planning. Wherever possible and feasible Voluntary Economic Planning should be involved in the early stage of new development policies and programs of Government while plans are capable of being altered on the practical advice and counsel of the private sector. Voluntary Economic Planning is seen as the medium which will enable more Nova Scotians to become actively involved in planning for the future development of their province.

The Voluntary Planning Board believes that Nova Scotians will be proud and eager to devote their time and energies towards these objectives providing they are able to feel through the Government's response and co-operation that their efforts are making a real contribution to a better Nova Scotia for all concerned.

In 1970, Voluntary Economic Planning sponsored an Encounter on the Urban Environment of the Halifax-Dartmouth Metro area. This project was unique and well received, attracted wide attention and was considered highly successful in the task it set out to do. That was simply to enable the people most intimately concerned to express their views and make suggestions concerning the shaping of the future environment of their community and to indicate the structural weaknesses affecting planning and development.

From this, Voluntary Economic Planning saw the need to extend its concern beyond the purely economic aspects of life to the inextricably intertwined social aspects as well. To foster activities in this area, the Board established a new Advisory Council to the Board which was designated as the Citizen Participation Advisory Council. This Council will assist Voluntary Economic Planning in bringing diverse groups of people together to enable them to exchange ideas, examine common problems concerning themselves, their community, their livelihoods, and to prepare plans for improving the quality of life in general. Also, it is anticipated that Voluntary Economic Planning will sponsor periodic forums on issues of concern that relate to the citizens and the future development of

Nova Scotia. The forums will be designed as information forums where ideas and proposals can be examined and discussed with those who will eventually be affected by them. Such a procedure will expose unexpected pitfalls, shortcomings, and will develop more data for the decision-making unit in Government before Government is required to commit itself. This will promote better understanding of and agreement for the proposals and ensure support for them where it counts most, when implementation is ultimately initiated.

Another program initiated by Voluntary Economic Planning late in 1969 and still continuing is the Management Engineering Services project. This project has experienced significant enthusiasm and success in upgrading management capabilities in the province. This task is considered to be crucial in expanding and developing existing industry to its full potential. It also serves to illustrate Voluntary Economic Planning's ability to perform some very necessary functions that cannot be undertaken as successfully by Government agencies or departments. One of the prime reasons for managements' enthusiastic reception of the project has been the assurance that private and confidential information pertinent to the operation of participating firms will remain just that and will not become known by Government or competitors. By sponsoring this project through Voluntary Economic Planning, it has been possible to assure interested participants that their sensitive information can in no way become known to outside parties or agencies other than those acceptable to them.

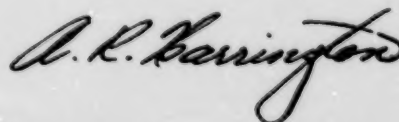
Regular and special meetings of Voluntary Economic Planning Sector Committees, Advisory Councils, and Special Committees occupied a great deal of the time of the many volunteers. The section of this report outlining the main activities of these committees shows the degree of involvement and the variety of issues handled by the volunteer committees. The Government has and will receive many recommendations requesting the Government's assistance in implementing programs and projects which the private sector feels will be in the best interests of the Province.

On behalf of the Voluntary Planning Board, it gives me great pleasure and satisfaction to commend to your Government the efforts and valuable contributions made by the many volunteer participants in Voluntary Economic Planning and to express my personal appreciation and thanks for their continuing efforts.

In 1971, Voluntary Economic Planning is looking forward to a year of increased activity and with rising expectations that in its new role, coupled with your Government's continuing support and active co-operation, its achievements will be even more far-reaching and beneficial to the future well being of Nova Scotia.

The Board's Annual Economic Review will be published separately from this document and will outline the economic performance of the economy of Nova Scotia for 1970 and some projections for the future.

Respectfully submitted,
Yours sincerely,

A handwritten signature in cursive script, reading "A. R. Harrington".

A. R. Harrington,
Chairman,
Voluntary Planning Board.

VOLUNTARY ECONOMIC PLANNING

ANNUAL REPORT

A. HISTORICAL

"All experience is an arch, to build upon."
Henry Brooks Adams (1858-1918)

1. Voluntary Economic Planning evolved in the context of change and in the realization that in the 1960's the most salient characteristic of society would be the dynamics of change. Voluntary Economic Planning was born of the concept that in a world which was changing so rapidly — economically, socially, technologically, and with increasing interdependence among people, systems, and ideologies and the rising complexity of the modern world — all resources and energies needed to be tapped and co-ordinated in a rational manner if Nova Scotia was to participate fully in the social and economic development of the country, developing to its fullest potential with all due speed, minimum social dislocation and at minimum cost.

2. Systems and processes abound in the field of development, but the common ingredients of all of them are people, policies and programs, with problems to be resolved. Of these three ingredients the major one is people, and Voluntary Economic Planning represents to a large degree one of the rare processes or systems that places the primary emphasis on people; people coming together in a framework structured to effectively improve our environment through analysis, research and the development of sound and effective policies and programs.

3. Planning today is a complicated process even when it is done dictatorially but when you go to the other extreme and endeavour to involve, in a truly participatory fashion, as wide a cross section of the population as possible in helping to *shape* the future of the Nova Scotia economy, the process is even further complicated. However, reducing this complexity is really a function of sorting out and co-ordinating the various points of view. The GAIN is a more informed and broadened base of people from the community who in large part are affected by government policies and programs. Such people can help to shape policies and programs in the light of their "pragmatic" judgement. The end result is a more reasoned policy or program which the group to be affected have helped design and by so doing will have developed a strong sense of commitment which is likely to be the ultimate determining factor in a program's eventual success or failure.

What then is Voluntary Economic Planning?

4. The dynamic and rapidly changing nature and complexity of society required that all resources available to both the private and public sectors be brought to bear in a co-ordinated and concerted manner if Nova Scotia was going to be able to determine its own future. In this context, Voluntary Economic Planning was fashioned as the vehicle for attaining such a goal.

5. Voluntary Economic Planning, which was created in 1963 by an Act of the Provincial Legislature, is an autonomous body representing non-government elements in the community. It was set up to enable the private sector to participate in the provincial planning process on a purely voluntary basis. Its basic purpose was and is to assist the Government in evolving a dynamic development strategy for the Province.

6. The basic structure around which Voluntary Economic Planning is built is both tight and flexible in operation. Tight in the sense that it has a formal structure sanctioned by the Legislature and flexible in the sense that it can alter this basic structure in any way necessary to accomplish its given objectives.

7. During the first years of its existence, Voluntary Economic Planning was, in effect, the only formally designated planning body in the Province, both in and outside of Government. In order to attain its goal of preparing a development plan for the Province it set out to organize people along sector lines — a sector being described as a relatively homogeneous element of economic activity such as agriculture, forestry, fishing, mining, secondary manufacturing, services, etc. The organization of the sectors within Voluntary Economic Planning on a broad geographical basis represented a

substantial effort. Once organized into sectors, the ten sector committees then attempted to analyze assets and opportunities, liabilities and bottlenecks and to develop the policies and programs required if their particular sector was to survive, grow and continue to play a valuable role in the overall development of the Province. While the sectors were and are the life-blood of Voluntary Economic Planning and the private sector planning or development process, at times it was necessary to examine more specific and highly specialized interests within a sector.

8. To facilitate this, various segment committees were organized. Segment committees are particular parts of a sector, for example, in the transportation sector there were segments for air travel, communications, motor vehicles, railways and shipping.

9. A further element of this structure was the group of advisory councils which were set up to advise on specialized matters common to the entire organization and which in many cases, such as education, cut across sector lines.

10. These segment and sector committees, along with the advisory councils, undertook a review of the Nova Scotia economy which resulted in the preparation and publication of sector reports and a *First Plan for the Economic Development of Nova Scotia*. These reports and the First Plan represented the work of thousands of Nova Scotians on a purely voluntary basis. The First Plan was a description of the Nova Scotia economy and an analysis of present and future problems and policies, together with goals and targets for the four years of the Plan, 1965-1968.

11. Following the publication of the First Plan, Voluntary Economic Planning anticipated the implementation of its policies and programs in the hope that they would result in the accelerated development of the Province, but two circumstances altered that hope, at least partially:-

- A. The fact that there was no attendant provision for an implementing body or designated responsibility for implementation within Voluntary Economic Planning or Government, and;
- B. Structural crises within the Provincial economy.

12. As Voluntary Economic Planning was primarily a voluntary effort, the professional staff were available to assist the various sectors and to ADVISE the Government on matters of implementation of the policies and programs advocated in the Plan. Because the Voluntary Economic Planning process was largely non-governmental, the involvement of Government was negligible and thus Government had, in turn, to study the recommendations which had taken Voluntary Economic Planning three years to formulate. For Government to do this without the benefits of a similar planning body was a very formidable task. However, in spite of these short-comings, the matter of implementation was advanced by the adoption of a variety and number of recommendations from the Plan. The expectations of the people in this process were that there would be a fuller implementation of the Plan as put forward. But since there was no formal mechanism by which Voluntary Economic Planning could become involved in the implementation process — surely the most important of all phases in the planning process — doubts were raised in the minds of the volunteers about the feasibility of preparing plans when there was no attendant capability to implement the policies and programs advocated.

13. At the same time that the First Plan was under study and implementation, certain structural problems began to manifest themselves which had a profound influence upon the Board's role and activities. The coal and steel industries in Cape Breton were in trouble and Voluntary Economic Planning devoted the larger part of its energies and resources to seeking resolution of these critical problems. The period from 1966 to 1968 saw Voluntary Economic Planning devoting its energies and reacting to such emergencies rather than trying to shape the future of the Province, so as to anticipate such situations.

14. Voluntary Economic Planning became deeply involved in these problems and was instrumental in framing policies for the coal and steel industries. In the case of coal, Voluntary Economic Planning was consulted in the early stages of the drafting of proposed legislation for what was to become the Cape Breton Development Corporation. It was at Voluntary Economic Planning's insistence that Devco was designed with two separate operations, one for coal and the other for industrial development. In the case of steel, Voluntary Economic Planning was particularly foresighted to see the potential demise of steel as a vital industry unless something drastic was done. By having established a Special Steel Committee to investigate the future of steel well in advance of the steel crisis, it was in a particularly valuable position to lend assistance to the Government decision-making process when the crisis finally exploded upon the economy.

15. The shortfalls of the purely private planning process with no complementary or co-ordinating public planning process led, in late 1968, to the establishment by Government of a public planning process within Government which, over time, had the effect of facilitating the process of implementation of policies and programs from both public and private sectors, and making the role of Voluntary Economic Planning more crucial and important as will be noted later.

16. In 1969, with the establishment of the Cabinet Committee on Planning and Programs and the staff body known as the Secretariat, a formal planning mechanism existed within Government. In the late summer and fall of 1969, the Secretariat began work on the preparation of a Nova Scotia Development Plan with token participation by the Sector Committees of Voluntary Economic Planning. This Development Plan was tabled in the Legislature in March 1970.

17. The early experience of Voluntary Economic Planning, its involvement in certain programs in industrial development and citizen participation put forward in the Development Plan, and the short-falls noted earlier gave concern to the members of Voluntary Economic Planning as to what role it should have in relation to this new planning process.

18. In 1970, Voluntary Economic Planning re-examined its role and at the same time embarked on several programs which set new directions for Voluntary Economic Planning. For Voluntary Economic Planning, 1970 can be best characterized as a year of "new directions" and "self-analysis". Briefly, it can be described as a process of getting back to the grass roots — more important, broadening the base of its operations and also sponsoring programs which attempt to get to the roots of some of the problems rather than attacking the symptoms. This approach implies abandoning the disproved notion that a comprehensive and definitive plan can ever be put together in one package at one point in time, or at least not before it is overtaken and made redundant by fast-changing times. Instead, Voluntary Economic Planning's role has been reworked into a vehicle that will facilitate and enable people to make inputs into and evaluate the efforts of both private and public planning.

19. This approach does not decry comprehensive planning. Quite the contrary! It suggests that effective development planning requires constant evaluation and change of programs and policies as times change. Furthermore, it suggests that the time period for preparation of a comprehensive plan — three to four years — tends to blind one to the problems and measures necessary to the resolution of those problems. This does not mean partial or piece-meal planning, but a process which recognizes rapidly changing situations and is sufficiently flexible to be altered to meet the needs of the times.

B. YEAR 1970

*"Experience is the child of thought,
and thought is the child of action."
Benjamin Disraeli (1804-1881)*

20. In addition to Voluntary Economic Planning's sector activities, which are outlined in this section, the three major activities or events of Voluntary Economic Planning this past year were:

- A. Board's Special Report
- B. Management Engineering Services
- C. Encounter on Urban Environment

Board's Special Report

21. The Voluntary Planning Board established a Special Committee to look into the role of Voluntary Economic Planning and to suggest a redefinition of its role in the light of experience gained over the years, the establishment of an official planning body within and responsible solely to Government, and a heightened awareness of the interrelationship of economic, social and environmental matters.

22. The role which has been advocated by Voluntary Economic Planning and accepted by Government now provides a mandate which will make Voluntary Economic Planning more effective in the future. Specifically, the Report stated that the role is:

""To provide for the effective involvement of the private sector in development planning."

Within this general definition two specific functions are seen:

- a. To facilitate the identification of problems by the private sector and to relate appropriate private and public resources in an attempt to resolve these problems.
- b. To involve the private sector in the analysis of government planning proposals during the process of their development, and prior to final approval."

23. The essence of the Board's Special Report is that effective development planning is so critical and complex that it requires the involvement of both the public and private sectors if sound policies and programs are to be developed.

24. The redefined role is simply and clearly stated in the Report. The significant terms of the role are considered to be *involvement* and *development*. Involvement implies to some degree a partnership with Government in planning rather than merely providing an avenue into Government. In addition, "involvement of the private sector" implies total involvement within the private sector in all issues or concerns, whatever may be the identification of the group or groups expressing the concern.

25. The term development reflects the enlarged scope of related activities, economic, social and environmental. The implication of the enlarged scope, to include social and environmental matters, is seen as the requirement to become involved in a wide range of issues such as welfare, pollution control, amalgamation of municipalities, labour/management problems, regional development, etc.

26. Following from the redefined role, recommendations are included regarding certain conditions considered to be essential to the efficiency of Voluntary Economic Planning. These include a willingness on the part of Government to involve Voluntary Economic Planning in planning, the ability of Voluntary Economic Planning to initiate action and implementation within the private sector without direct Government involvement, more response to concerns of the private sector, and more thorough research and analysis of Voluntary Economic Planning proposals.

27. On organizational matters, recommendations are made regarding strengthening grass-root contacts and the need for Voluntary Economic Planning to have more control over its administrative functions and appointments.

28. Recommendations are also included regarding more specific terms of reference for all levels of Voluntary Economic Planning, as well as guidelines for the development of proposals.

29. In considering the Voluntary Economic Planning staff, it has been recommended that their work be related directly to the needs of the Board and Committees as defined in the new role. In the past, the Economic Research and Analysis section provided considerable services to Government.

30. The proposals on relationships with Government foresee no significant change from the past. The formal linkage will be through the Board to the Cabinet.

31. The last section of the Report deals with communication, within Voluntary Economic Planning, with Government and with the public. Within Voluntary Economic Planning it is proposed that there be more involvement of Board members in sector committee work and vice versa. In the case of communication with Government the main point is the proposal for regular meetings between representatives of the Board and Cabinet. The recommendations on improvement of communication with the public are for annual meetings of all Voluntary Economic Planning participants and more regional Board meetings.

Management Engineering Services

32. Under the sponsorship of the Secondary Manufacturing Sector of Voluntary Economic Planning, a development program for existing manufacturing industries in Nova Scotia was introduced as a pilot project to manufacturers in the Amherst area in August 1969.

33. The purpose of the "Amherst Pilot Project" was to test, "in the field", a method of approach to accelerate the rate of development in the manufacturing sector by strengthening existing manufacturing firms in the Province.

34. Results of the pilot project indicated that the approach used was correct and that extension of the program across the Province would, with some modification, greatly assist the primary objective of accelerated growth in the sector.

35. A report on the pilot project, entitled, "Management Systems Evaluation Program" substantiated the view that there is a large potential for development from within the existing

industrial base of the Province and that the realization of this potential depended primarily on management capability, particularly in the marketing and financial areas.

36. By March 1970, desirable modifications were made in the program, and under the continuing sponsorship of Voluntary Economic Planning, the program entitled Management Engineering Services was launched in the Halifax-Dartmouth Metro area on March 17, 1970.

37. It also became evident that endorsement and sponsorship of the pilot project by Voluntary Economic Planning was an important element contributing to the high degree of acceptance and enthusiastic participation by the manufacturing firms.

38. Voluntary Economic Planning members have sponsored and participated in several informal meetings with manufacturers and the Management Engineering Services staff in order to evaluate the program and discuss suggested changes for improvement.

39. Meetings of this nature have proved an invaluable communications link between the Management Engineering Services staff and manufacturers.

40. The Management Engineering Services Program essentially is one of "self-help" for manufacturers. For each area where Management Engineering Services are available, a Diagnostic Service Team of three highly competent individuals is established. Their role is to assist the manufacturer in the development of plans and programs which strengthen his business by providing guidance through counsel on a continuing basis.

41. Since March 1970, Management Engineering Services has been progressively introduced across the Province in a series of public meetings sponsored by Voluntary Economic Planning, where the program approach and procedures were explained by Board and Sector members.

42. As of December 31, 1970, Management Engineering Services was available to manufacturers in:

- A. Halifax-Dartmouth Metro Area - March 17, 1970
- B. Annapolis Valley Area - May 25, 1970
- C. Lunenburg and Queens County - October 28, 1970

43. A total of 148 manufacturing firms have participated in the program during the 68 weeks the Diagnostic Service Teams have been available.

44. Results to date indicate that Voluntary Economic Planning's method of introducing the program is most effective and that manufacturers find the services being offered relevant to their business.

45. Management Engineering Services will be made available to manufacturers in the remaining areas of the Province by the end of 1971.

46. It is recognized that a program of this nature must observe two essential requirements to remain effective:

- A. Independence - administration must not be by government, or staffed by civil servants.
- B. Confidentiality - information supplied by the manufacturers must remain confidential, and available only, to the staff of the Management Engineering Services Program.

47. The Management Engineering Services Program represents only a part of an integrated industrial development strategy as articulated in the Nova Scotia Development Plan. It is a critical part and a part which Voluntary Economic Planning was well suited to promote and sponsor. Participation in this program represents a shift in policy for Voluntary Economic Planning. The shift is from policies advocated earlier which placed the primary emphasis on the attraction of new industry to one where the emphasis is on the development of local managerial capability.

Encounter on Urban Environment

48. An Encounter on Urban Environment was sponsored by Voluntary Economic Planning in the Halifax-Dartmouth Metro area during the last week of February, 1970. Encounter was an intensive program designed with two goals in mind:

- A. To focus the attention of the Metro area's citizens on their social, economic and physical environment, in order to encourage them towards greater participation in future planning for the area, and;
- B. To provide planners and decision-makers in both private and public sectors with information on the needs, goals and aspirations of the people of the Metro area.

49. The Halifax-Dartmouth area was chosen for the program because of the present opportunities for substantial development and growth in the area, and Voluntary Economic Planning's realization that:

- A. Everything possible should be done to capitalize on these opportunities to the benefit of the Metro area and the Province, and equally important, to provide the driving force for growth and development in the Atlantic region, and;
- B. It is necessary to ensure that such development occurs in a manner which enhances rather than downgrades the physical environment and avoids the creation of the intolerable social tensions which are evident in many large industrialized centres.

50. The Encounter process brought to the area a team of twelve recognized urban specialists representing carefully selected fields of expertise, who participated in a week-long series of Encounter sessions with broadly based resident groups. The team of specialists was charged with relating their more general knowledge and expertise to the information they gained of the Metro area and with preparing a report based on their findings to be presented to the community at the end of the week. In order to aid the team in assimilating background knowledge of the Metro area, meetings were held in various locations throughout Halifax and Dartmouth and each day the team travelled to the meetings in their own bus, on routes specially planned to include as many features of the area as possible. Each evening, the team and public participated in a forum-type televised discussion. The final report of the team was given in a televised public session on the last afternoon.

51. Encounter was successful in attracting immediate public interest to environmental questions. The audiences attending both daily and evening sessions reached above-capacity crowds as the week progressed, and the meetings were well covered by press, radio and television. The interest aroused in the planning process appears to have been sustained, and several of the groups which came together in order to meet with the Encounter team expressed interest in setting up continuing groups for participation in planning. In their discussions, both the public and the team participants provided planners with much useful information. The success of this project of Voluntary Economic Planning has engendered considerable interest throughout the rest of Canada.

52. Encounter was also part of the total planning process and it was an attempt to develop ways and means to help relate citizens to the planning process.

53. In the section on publications there is a listing of the publications emanating from Encounter which have been released to date.

Sector Committee Activities

54. While sector activities are considered individually, the structure of Voluntary Economic Planning is such that any activities or concerns in any one sector are closely considered at the Board level in the light of their implications for other sectors. In many cases sectors join together in discussion, analysis and research on certain issues of common interests. In reading through this section on sector activities it will be observed that there is a relating of activities or issues in one sector to another sector. While not so explicitly stated, the Advisory Councils are continually examining their recommendations in the light of the ramifications they have on all sectors.

Agriculture Sector

55. While the Agriculture Sector was active in a wide variety of issues, two major recommendations of the Agriculture Sector Committee were approved by the Board in January 1970 concerning a land improvement program and a grain production incentive program.

56. With respect to the land improvement program, the objective was to provide an incentive program which would encourage competent farm managers to carry out basic improvements to agricultural land of suitable soil types in appropriate areas of the Province. At the time that this proposal was finalized it was learned that the Government had also produced a revised land

improvement program. The Sector has yet to give its full assessment of the Government's program which appears to include most of the provisions of the plan produced by the Sector Committee.

57. The grain production incentive program was to be complementary to the land improvement program, on the basis that the prime means by which badly used, or unused good soil would be brought into economic production would be through grain production. The objective of the program was to promote the production of home-grown grain wherever economically feasible as a means towards achieving self-sufficiency in livestock feed products. This recommendation remains outstanding.

58. The Agriculture Sector declared itself in support of the principle of productive capability taxation for farm land and asked the Board to set up a special committee to undertake an in-depth study of this proposal as well as other alternatives such as the yield tax proposal. The Committee has been established and is expected to report to the Board in 1971.

59. The Sector has also indicated a concern in respect to education as it relates to agriculture; specifically, the provision for practical experience for degree graduates, the identity of the Agricultural College, and the degree of influence of the agriculture industry in the design of the curriculum of the Agricultural College and the Cox Institute.

60. The Sector Committee held a special meeting in August, with the executive of the Nova Scotia Federation of Agriculture, to consider some aspects of a proposal to establish a large-scale beef feedlot at Northport. The proposal was rejected by a majority of the members at the meeting.

61. The Agriculture Sector, as well as the Forestry Sector, supported the principle of land-use planning as outlined in the Nova Scotia Development Plan.

Forestry Sector

62. During 1970, the Forestry Sector in addition to its current activities reviewed and confirmed a number of past recommendations which remain outstanding.

63. The Forestry Sector urged the implementation of the Forest Improvement Act, which was assented to in March of 1965, but to date has not been implemented in full. The Forest Improvement Act provides for forest management controls in harvesting, utilization and regeneration and maintenance of green belts along designated highways, lakes and rivers.

64. The Forestry Sector requested further meetings between Government and industry on the stabilization of the sawlog industry with respect to the availability of the resource.

65. Another recommendation calls for the recognition of a policy of multiple use, particularly for parklands. (See Tourism Sector).

66. In 1967, The Board approved the adoption of a forest yield tax which was recommended by the Forestry Sector. In 1970, the Forestry Sector considered a proposal for a productive capability taxation system, which was rejected by the majority of the Committee because it was felt to be impractical for forestry. (See Agriculture Sector). However, on the recommendation of the Agriculture Sector, the Board has appointed a Special Committee on Municipal Land Taxation to look into the whole matter of the present land taxation system as applicable to agriculture and forestry and any proposals for changes including either the yield tax recommendation of the Board or the productive capability system.

67. The Forestry Sector also approved a Brief on 1970 Motor Vehicle Regulations which had been submitted to Government by the Nova Scotia Forest Products Association. The outstanding recommendations of the Brief deal with: (a) the preparation of a master hauling plan for Nova Scotia highways as a prerequisite to the provision of twelve month access to all-weather trunk routes; (b) long range plans for primary and secondary routes to be of a standard suitable for increased loads of combination units such as truck trains, and; (c) a schedule of fees to permit the registration of gross combination loads for combination vehicles with token fees for semi-trailer registration.

68. In a review of a Tourism Sector recommendation on land purchases by non-residents, the Committee generally indicated the opinion that more information was required before a stand on the matter could be taken.

Fisheries Sector

69. There was no activity by this Sector Committee during 1970.

Mining Sector

70. The Mining Sector held one meeting in 1970 and participated in two Sub-Committee meetings with Forestry and Tourism Sector Committee representatives. The latter meetings were working sessions to outline matters for inclusion in the Planning Board Briefs to be presented at the Public Hearings for the Kejimikujik and Cape Breton Highlands National Parks in the spring and summer of 1970.

71. The Mining Sector reviewed a report that had been prepared by the Mining Sector Team which had been established to advise the Secretariat on pertinent plans required for further development of the mining industry in Nova Scotia.

72. Basically, this report called for a stepped-up exploration and research program designed to locate and inventory the Province's mineral resources. Additionally, resources were requested to provide for a market research capability within the Nova Scotia Department of Mines. The purpose of this would be to expand the sales of known minerals and those that are likely to be discovered with increased exploration activity.

73. The Sector Committee was in complete agreement with this conclusion, having previously urged the Government to undertake similar measures in earlier recommendations set out in the First Plan of Voluntary Economic Planning.

Transportation and Communications Sector

74. The Transportation and Communications Sector Committee was actively engaged with a wide range of subjects in the transportation field during 1970. These subjects included: extra sailings of MV Bluenose; feasibility of processing Nova Scotia gypsum locally for shipment to United States and Canadian markets; study of diesel exhaust emissions as a factor in air pollution; proposed Voluntary Economic Planning public information program; requirement for conventional piers in Halifax and feasibility of bulk facility in conjunction with the Mining Sector.

75. A number of recommendations concerning the operation of motor vehicles and the Motor Vehicle and Motor Carrier Acts were forwarded to Government for consideration. Included in these are proposals for an Equipment Review Board; commercial vehicle inspection; and the amendment of licensing regulations to require medical and eye-sight examinations for holders of all chauffeur licenses. The increased width of motor vehicles to 102" now permitted in Nova Scotia was noted as a major step forward and one which the Sector Committee had strongly recommended to Government previously.

76. The Sector supported the brief of the Nova Scotia Forest Products Association on the effects of the changes in the Motor Vehicle Regulations for 1970 on the forest trucking industry insofar as highway transportation was concerned.

77. The Sector continued to keep informed of developments and implications in the implementation of the Maritimes Freight Rates Act and Part III of the National Transportation Act.

78. A Joint Port Development Committee was formed to investigate ways and means for the improvement of facilities and services in the Port of Halifax-Dartmouth. This Committee is comprised of representatives of the Halifax Board of Trade, Halifax-Dartmouth Port Commission, Halifax District Committee of the Shipping Federation of Canada, the Atlantic Provinces Trucking Association, Canadian National Railways, National Harbours Board and Voluntary Economic Planning.

79. The Sector is continuing to monitor and study developments in the control and elimination of vehicle exhaust emissions which are a major factor in air pollution.

Construction Sector

80. During the year, the Construction Sector Committee considerably broadened the contribution of the construction industry to the Committee's work by the addition of official representatives from organizations which are directly concerned with various aspects of the industry. The following associations are now formally represented on the Committee: Nova Scotia Association of Architects, Construction Association of Nova Scotia, Nova Scotia Road Builders Association, Halifax Metro Home Builders Association and Association of Professional Engineers of Nova Scotia.

81. A wide cross section of subjects were considered by the Committee. These included such problems as the training of students for the industry, the promulgation of educational requirements of

the industry, the provision of lower cost housing, regional development programs related to the industry, building performance standards and a management engineering services program designed to meet the specific needs of the industry. Progress has been made in some and others are continuing to receive attention.

82. The Committee has been active in working towards the early adoption of a uniform provincial building code based on the 1970 National Building Code. To this end it assisted in a training and information course held in the Nova Scotia Technical College in June. The response to the course was outstanding. Eighty-three people attended from municipalities and the construction industry.

83. Considerable effort has also been given to the need to upgrade the special skills of the construction labour force, particularly with regard to an effective program to interest young men of school age in the industry and their subsequent recruitment and training.

84. The Committee fully supported the concept of the Nova Scotia Housing Systems Program being developed by the Government. The aim of the project is to produce attractive housing more efficiently at a better cost with full regard for the need to protect and maintain the environment and to develop a self-sustained housing growth. All possible designs and particular Nova Scotia requirements have been studied, together with ways of developing the potential of Nova Scotia industry to produce components. Throughout its entire operation the program has been dedicated to improving standards in close and active cooperation with the construction industry and its supporting industries.

Tourism Sector

85. The Tourism Sector held three meetings in 1970. In addition, representatives of the Sector participated in Board Sub-Committee meetings held to advise the Board on a suitable multiple-use policy which might be applied to the public parklands of the Province.

86. Basically, the policy recommended to and adopted by the Board called for the multiple-use of parklands, providing that the maintenance of the park's aesthetic, scenic and recreational values be given first priority and not be significantly reduced by any proposed secondary commercial activity. It was further recommended that each national park be independently directed and regulated by a representative body established for that purpose.

87. A second and long-standing concern of the Sector has been the accelerating rate at which prime recreational and tourism land is being lost to public use by sales to residents and non-residents alike and the encroachments being made by industry, the construction of highways and so on.

88. The Sector was briefed on the recreational tourism development planning work being done by a Technical Unit established for this purpose by the Secretariat. Also, it was strongly in favour of the proposed establishment of a Land Resource Board (to which the so-called Technical Unit would report) which was proposed to assist and advise Government and the private sector on all matters relating to the best use of land.

89. The Sector is acutely conscious of the very limited nature of land resources in Nova Scotia and urgently stresses the pressing need to come to grips with the complex problems related to its preservation, acquisition, evaluation and designation of its best use in relation to the future needs of this Province.

Education Advisory Council

90. A meeting of the Council was held in March to review the current status of recommendations presented by it during recent years. Progress on many of the outstanding recommendations was reported. In particular, these recommendations dealt with the problem of establishing licensing arrangements for private educational programs offered in the Province and the establishment of lay Boards of Governors for Institutes of Technology. In these cases it was reported that government committees had been established in order to take appropriate action.

91. The Sub-Committee for Post-Secondary Education undertook to initiate a program to assess the needs for additional post-secondary student housing. This proposed study received enthusiastic support from representatives of student bodies and university administrations, and an indication of a likely source of funding for such a study was obtained. The matter was then taken to the responsible Government authority for its endorsement, and based upon the close association which the University Grants Committee has with the capital expenditure programs of universities, it was deemed to be a

function of that Committee. It was agreed that the University Grants Committee would have the necessary information for such a study proposal assembled and this would be made available to Voluntary Economic Planning. No further action regarding this proposal is reported at this time.

92. During the year, the Council also undertook investigation of the need to prepare a detailed survey of the availability of skilled manpower in the Province. A recommendation on this matter is expected in early 1971.

Consumers Advisory Council

93. During 1970, the Consumers Advisory Council held three full meetings, and its Chairman and several members participated in six additional meetings of a combined Consumer Education Pilot Project Sub-Committee.

94. The Council has identified and become very concerned about the lack of effective consumer education available to the general public and particularly to low-income people who are most in need of it. The Council, in conjunction with the Education Advisory Council, has been exploring ways of correcting this unsatisfactory situation.

95. At the request of the Nova Scotia Association of Social Workers, the Council sponsored a Consumer Educational Workshop for Social Workers in the spring of 1970. It undertook this with the help of the Maritime School of Social Work, the Atlantic Regional Office of the Bureau of Consumer and Corporate Affairs and the financial support of the Consumer Services Bureau of the Department of the Provincial Secretary.

96. The Workshop was organized to provide instruction for social workers that would enable them to counsel their clients more effectively in the wise use of their limited financial resources when endeavouring to fill their families' needs.

97. The program was successful and is considered by the Consumers Advisory Council as a pilot project which has provided valuable information for other groups or organizations wishing to pursue such programs in the future. Also, it has demonstrated successfully how future needs in this field may be met by identifying the resources available and co-ordinating their use.

Power Advisory Council

98. No meetings were held in 1970.

C. 1971 AND BEYOND

"If you do not think about the future, you cannot have one."

John Galsworthy (1862-1942)

99. The period of the sixties, in which Voluntary Economic Planning was formed, developed, and its role re-examined, was a period of rapid national economic growth in which Nova Scotia participated. It is significant to note that Nova Scotia's economic performance in the latter part of the sixties was relatively better than the Canadian performance. Of particular significance was Nova Scotia's economic performance during the greater part of 1970 when the level of unemployment was below the national average at a time when unemployment rates were rising across the country. In 1970, the most promising indication of optimism for the future was in the private and public investment expenditures where Nova Scotia outpaced all the other provinces in the rate of increase in expected expenditures. The anticipated increase in private investment expenditures, suggesting that Nova Scotia may well have reached the point of supplying a proper environment for a continued inflow of outside resources — financial, entrepreneurial, and human — coupled with the upgrading and enhancement of local resources, could well mean a more rapidly accelerating rate of economic growth and a higher standard of living for all Nova Scotians.

100. The extent to which that optimism is warranted will depend upon the policies and programs pursued in the future. Concern for the total environment — physical and human, dynamically interrelated — will have to be increasingly reflected in the policies and programs advocated if the Province is to succeed in improving its economic position. The recognition of the state of rapid change

is a source of concern to Voluntary Economic Planning, and is the context in which Voluntary Economic Planning will attempt to develop its own policies and programs.

101. Voluntary Economic Planning believes that one of the key elements to the sound development of the Province lies in the formulation of programs where the emphasis is on assisting the existing structure to become more attuned to modern techniques — be they managerial, financial, economic or social — rather than on trying to supplant the existing resource base.

102. Economic development has always been synonymous with the creation of jobs and this has always been linked with industrial development. Traditionally, certain parts of Canada, like the Province of Nova Scotia, were seen as being outside the mainstream of industrial activity so that substantial financial incentives were necessary to attract new industry to the Province. The Provincial Government, with the blessing and urging of the Federal Government and Voluntary Economic Planning, set up industrial development agencies to attract new industries. Industrial development is a risky business and when the necessity for annually counting up the number of new industries attracted or new jobs created becomes the overriding criterion, the errors of judgement may increase. Sufficient evidence is available in all provinces that attests to this fact. It is imperative that criteria be established to assist industrial promotion agencies to make the best possible decisions. While Voluntary Economic Planning recognizes the need to fully develop our resource-based industries, our economic policy must give very strong support to new secondary industry, while fully realizing the extent of the risks involved.

103. Voluntary Economic Planning has recognized that there is a valuable asset in the existing industrial structure and that the basis of an industrial development policy should have its foundation in ascertaining that the present structure is not only sound but also progressive, so that it will support the additional structure when efforts are made to expand it. Management Engineering Services, through promoting self-analysis and self-help for management, believes that it contributes greatly to increasing the awareness of industrial opportunities within the Province.

104. As long as Management Engineering Services continues to provide a valuable service to the industrial community, Voluntary Economic Planning will continue to sponsor such a program. Furthermore, while certain criteria have been established for the program, Voluntary Economic Planning recognizes the need for continual review in order to keep the program up to date. The basis for an evaluation of the program will be the follow-up procedures that are built into it to determine the response of the participants.

105. In the field of industrial development practices, Voluntary Economic Planning is interested to see that many of the agencies in and working within the Province have undertaken a review of their operations. One facet of industrial development programs that appears to need careful review is the overlapping and duplication within the Province. Additionally, there also appears the need to minimize the unnecessary competition among the Maritime Provinces in this field.

106. In addition to the concern for industrial development as a means of progress, there is a concern for avoidance of pollution and protection of our environment. Nowhere is the conflict so evident as in the field of industrial development which is usually associated with smoke-stacks and lake and river polluters. However, the relatively untouched and unpolluted nature of the Provincial environment does present Nova Scotia with a valuable asset in this day and age and for the future.

107. Industrial development, at least in the future, no longer need contribute to spoiling the environment, which was the case in the past. Quite apart from pollution control methods, some of the new industries of the future are in themselves pollution-free and because of our relatively unpolluted environment, the Province stands to gain if it capitalizes on its natural assets.

108. To this end Voluntary Economic Planning feels that the guidelines which will protect our existing environment should also serve to enhance our future environment. Looking to the future, it is apparent that a relatively pollution-free environment will compete favourably with areas now possessing advantages of either market or resource location. Potential developments in the area of transportation and power, which would have the effect of making the Province competitive with the other areas of Canada, serve to reinforce the view that our environmental aspects, if properly safeguarded, will be our greatest asset in the future.

109. Voluntary Economic Planning has recognized that there are certain sectors of the economy that, in addition to being able to reduce bottlenecks which severely restrict the ability of the economy to grow, are also capable of directly providing substantial sectoral development and enlarging the

economic base of the Province. An obvious example is the housing sector in the Halifax-Dartmouth Metropolitan area.

110. The solution to the housing problem or shortage is more complex than simply building more houses. If the problem is attacked properly, the possible beneficial result can be both a resolution of the problem and a directly stimulating effect on the whole economy. Recognizing the interdependence of the Nova Scotia economy and forming programs in that context could result in the development of a sound and viable housing industry with linkages to the manufacturing sector for components to be used in the building of houses, which in turn would create jobs for people, reduce the cost of housing, and also solve the problem of housing. What is obviously required in this specific case, and probably in other sectors, is the forming of "pragmatic" and "realistic" policies and programs that subjugate political expediency to tackling the root causes of the problems.

111. Central to the effective and sound development of the Provincial economy is the matter of land-use planning. The necessity for land-use planning lies in the protection and enhancement of the total environment and ensuring that the best possible use is made of our total land resources. Voluntary Economic Planning believes that a vehicle is required to provide the means to collect, analyze and distribute information on land and land use, which can assist the Government and the private sector in making crucial decisions that have a critical bearing on sound development planning. A Special Committee of the Board is presently examining this matter and a recommendation will be forwarded to Government early in 1971.

112. In looking to the future, Nova Scotia must take note of the strong possibility that oil and/or natural gas will be found on its nearby Continental Shelf. A major effort on the part of several international oil firms is underway to determine if these resources are present in commercial quantities. If a major oil basin should be found it could have profound effects on the Province's economy. The matter of the division of ownership between the provinces and the federal authority is still to be resolved. However, regardless of the ultimate claim to any production royalties, Nova Scotia may well be the nearest land mass to which the valuable products will be piped. This in itself could be highly significant. The abundant availability of cheap heat and therefore energy in a region boasting not one but several of the world's finest deepwater harbours, coupled with a first-rate transportation system, could do more to advance the provincial economy than almost any other single factor. Where industry once sought cheap labour and nearby markets, it now seeks low-cost energy and first-rate transportation facilities to world markets.

113. Similarly, drastic increases in the costs of Near East crude oil and the political uncertainties pertaining thereto, together with the public outcry against sources of air pollution are combining to increase the odds in favour of an early start towards harnessing the massive power potential of the Fundy tides.

114. A federal grant towards wholly or partially defraying the capital costs of providing the facilities for producing massive amounts of electrical energy from the tides of Fundy would probably do more to assist Nova Scotia, and in fact the whole Maritime region, than any other type of federal assistance.

115. Possibilities such as these cannot be ruled out. Instead, planning should be initiated to make sure maximum advantage can be gained from them if they do occur. Service industries catering to the needs of such developments would be one of the first requirements. Housing for an influx of specialized personnel is also critical.

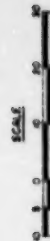
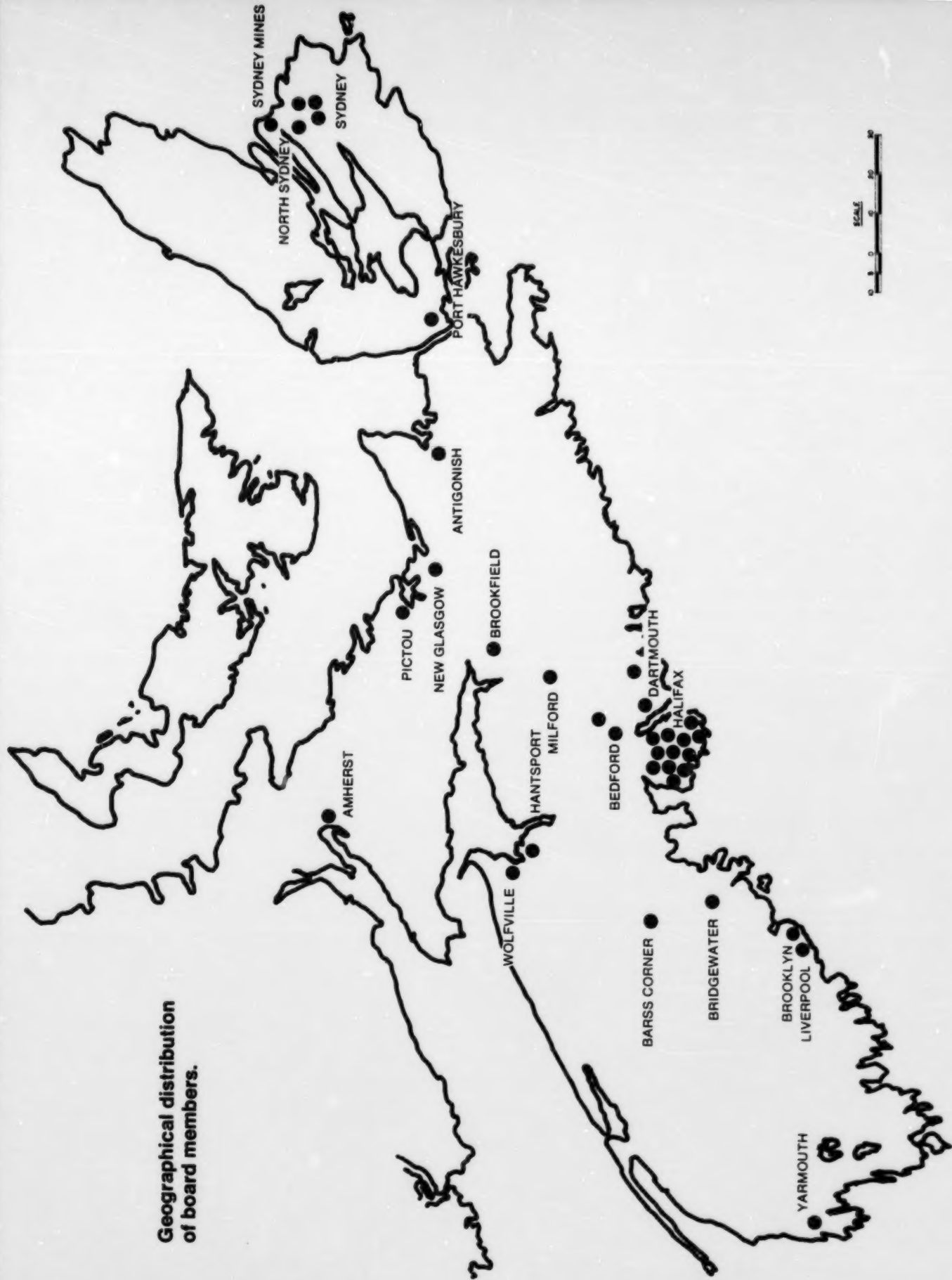
116. Voluntary Economic Planning has indicated its concern to involve a broader cross section of citizens in the process of development planning as a result of Encounter. To this end, Voluntary Economic Planning sees the need to offer assistance, to lead, and in some cases to involve people on as broad a cross section as possible to inject private sector and citizen views into the development process. A Citizens Participation Advisory Council has been formed and will be examining ways to give effect to this proposal.

117. Voluntary Economic Planning will thus concern itself with the total and real approach to development by suggesting programs and policies for implementation. While Voluntary Economic Planning is not a programming agency, the experience and relationship in sponsoring and promoting Management Engineering Services has established a pattern which appears to be successful.

118. The year 1971 appears to be a year when decisions will have to be made that will have a most profound effect on the future development of Nova Scotia. Voluntary Economic Planning is prepared to do its part in providing private sector input into the decision-making process.

*"We have forty million reasons for failure
but not a single excuse."
Rudyard Kipling (1865-1936)*

Geographical distribution
of board members.



VOLUNTARY PLANNING BOARD

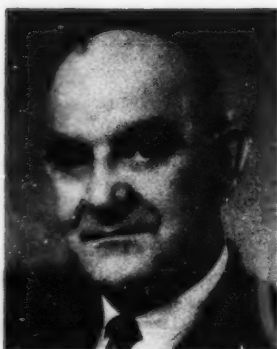


A. R. HARRINGTON — Halifax. Chairman, Voluntary Planning Board.

Mr. Harrington is President of Nova Scotia Light and Power Company Limited. He is a Member of the Association of Professional Engineers of Nova Scotia and a Fellow of the Engineering Institute of Canada. Mr. Harrington serves or has served as Director, or on Council, of the Halifax Board of Trade and the Atlantic Provinces Economic Council. Also, Mr. Harrington is Vice-President of Halifax Developments Limited, a Member of the Nova Scotia Labour-Management Committee, Nova Scotia Labour Relations Board, Canadian Council of the National Industrial Conference Board; a Director of Nova Scotia Trust Company, Nova Scotia Savings and Loan Company and Grouped Income Shares Limited.



J. E. BLANCHARD — Dartmouth, is President of the Nova Scotia Research Foundation. Dr. Blanchard is a Fellow, Royal Society of Canada, a Member of the Canadian Association of Physicists, the Canadian Research Management Association, the Canadian Institute of Mining and Metallurgy, the Society of Exploration Geophysicists, the American Geophysical Union, Seismological Society of America, the Nova Scotia Mining Society (Halifax Branch) and the Nova Scotian Institute of Science.



E. D. BROWN — Dartmouth. Chairman, Mining Sector.

Dr. Brown is Vice-President and General Manager of National Gypsum (Canada) Ltd. He is a past President of the Mining Association of Nova Scotia, a past Council Member of the Engineering Institute of Canada, is a Member of the Association of Professional Engineers of Nova Scotia, a Member of the Executive Committee of the Board of Trustees, Atlantic Industrial Research Institute and of the Board of Governors, Nova Scotia Technical College.



D. G. BURCHELL — Bras d'Or, is President of the Bras d'Or Coal Company and of Northside Freight Handlers Limited and Vice-President of Springhill Coal Mines Limited. Mr. Burchell is a past President of the Mining Society of Nova Scotia and the Canadian Institute of Mining and Metallurgy, a Member of the Nova Scotia Labour Relations Board, and was a delegate to the International Labour Organization in Turkey in 1956 and Geneva in 1959 and 1970. He is Vice-President of the Cape Breton Miners' Museum Board of Trustees.



J. R. CAMERON — Milford Station. Chairman, Education Advisory Council.

Mr. Cameron is Maintenance Superintendant for National Gypsum (Canada) Limited. He is a Member and Past President of the Association of Professional Engineers of Nova Scotia, the Mining Society of Nova Scotia and is a Member of the Engineering Institute of Canada.



R. B. CAMERON — Sydney, is Chairman of the Sydney Steel Corporation, Deputy Chairman and Chief Executive Officer of Deuteurium of Canada Limited and Chairman of the Cape Breton Development Corporation, Chairman of Cameron Contracting Limited, President of Maritime Steel and Foundries Limited and of Durham Leaseholds Limited, a Director of Dover Mills Limited, a Governor of Dalhousie University, and a Member of the Board of Management, Presbyterian College, Montreal. He has received the Medal of Service of the Order of Canada.



MRS. W. E. COLPITTS — Halifax. Chairman, Consumers Advisory Council.

Mrs. Colpitts does extensive free-lance broadcasting under the name Joan Marshall, and has been associated with CBC Radio public affairs for several years, commenting on topics through local, regional and national outlets. As well, Mrs. Colpitts was researcher-narrator of the TV series, "For Consumers", a Halifax television production. She is a Member of the Executive Committee of both the Provincial and National Councils of Women, and is Past President of the Nova Scotia branch of the Canadian Women's Press Club.

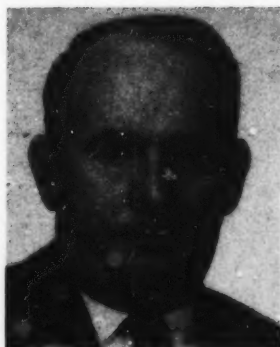


D. G. COURTNEY — Brookfield, is Plant Manager of Canada Cement LaFarge, Limited. He is a Member of the Truro Board of Trade, President of the Truro Community Chest and an Executive Member of the Workmen's Compensation Board.



H. F. CURRY — Halifax. Chairman, Agriculture Sector.

Mr. Curry is President and General Manager of Twin Cities Co-Operative Dairy Limited and is a Director of the National Dairy Council of Canada and the Atlantic Dairy Council.



K. R. EVANS — Port Hawkesbury, is Refinery Manager of the Gulf Oil Canada Limited at Point Tupper refinery. He has been involved in the petroleum business for the past 25 years with British American and Gulf Oil. Mr. Evans serves on the executive committee of the Canadian Manufacturers Association (Atlantic area) and is a Member of the Port Hawkesbury Chamber of Commerce.



R. H. D. FAIRN — Wolfville. Chairman, Tourism Sector. Chairman, Board's Special Committee on Land-Use Planning.

Mr. Fairn is a partner in Leslie R. Fairn and Associates, an architectural firm. He serves as a Director of the Nova Scotia Resources Council, the Nova Scotia Forestry Association, is Past President of the Nova Scotia Wildlife Federation and is Vice-President of the Canadian Wildlife Federation.



A. A. FERGUSON — Pictou, is Chairman of the Board of Ferguson Industries Limited. He is a Member of the Pictou Board of Trade, the Association of Professional Engineers and the Engineering Institute of Canada.



E. L. GOODFELLOW — Halifax, is Deputy Minister of the Department of Finance and Economics of Nova Scotia and is a Member of the Canadian Tax Foundation and the National Tax Association of the United States.



T. J. GRAY — Halifax. Chairman, Power Advisory Council.

Dr. Gray is the Director of Atlantic Industrial Research Institute and Professor for Graduate Studies at Nova Scotia Technical College. He is the author of many papers associated with his work, is a Member of the American Physical Society, American Chemical Society, American Ceramic Society (Fellow), Faraday Society, New York Academy of Sciences, Canadian Ceramic Society and the American Institute of Chemists (Fellow).



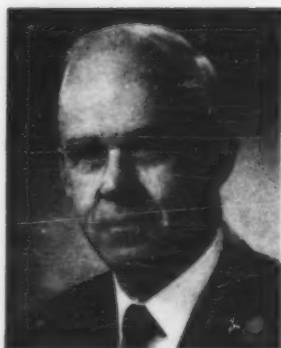
M. G. GREEN — Liverpool, is President and General Manager of the Bowaters Mersey Paper Company, Liverpool. He is a Member of the Engineering Institute of Canada, the Association of Professional Engineers of Nova Scotia, the Canadian Pulp and Paper Association, the Legislative Committee of the Canadian Manufacturers Association, and in 1968 was Chairman of the Nova Scotia Royal Commission on Election Expenses and Associated Matters.



J. F. HIRTLE — Bridgewater, is Mayor of Bridgewater. As well, he is Vice-President and General Manager of Acadia Broadcasting Company Limited. He is Past President of the Atlantic Association of Broadcasters, a Director of the Bureau of Broadcast Measurement and the Radio Sales Bureau; has served as a Director of the Canadian Association of Broadcasters, the Atlantic Provinces Economic Council, the Maritime Provinces Board of Trade and the Canadian Chamber of Commerce. He was a founding Member of the Bridgewater Industrial Commission.



G. W. HOLBROOK — Halifax, is Past President of Nova Scotia Technical College. Dr. Holbrook is a Member of the Association of Professional Engineers of Nova Scotia, an Associate Member of the Institute of Electrical Engineering and a Member of the Engineering Institute of Canada. He was awarded the Rose Medal of the Engineering Institute of Canada in 1956.



F. C. HUDSON — Bedford, Chairman, Construction Sector.

Mr. Hudson is President and General Manager of Municipal Spraying and Contracting Limited. He is a past President of the Nova Scotia Accident Prevention Association, the Protestant Orphanage, the Halifax-Dartmouth Construction Association, Nova Scotia Road Builders Association, Past Regional Vice-President of the Canadian Construction Association, a former Chairman of the Canadian Construction Association, and the Road Builders and Heavy Construction Association and Chairman of the Dalhousie Bureau of Industrial Relations.



R. B. KILLAM — Yarmouth, is the sole proprietor of Killam Brothers, fuel and insurance agents. Mr. Killam is a past President of the Yarmouth Board of Trade, a former Town Mayor, Secretary-Treasurer of the Old Ladies Home Society and a Governor of the Windsor Foundation.



V. M. KNIGHT — Halifax, is Deputy Minister of the Department of Trade and Industry of Nova Scotia. Previous to assuming his present post, he was Nova Scotia Hospital Tax Commissioner.



J. R. LYNK — New Glasgow, is International Representative of the Retail, Wholesale and Department Store Union, AFL-CIO, which is an affiliate of the CLC. He was a local Executive Officer in the United Mine Workers of America, President of the Cape Breton Labour Council, and Cape Breton Vice-President of the Nova Scotia Federation of Labour. At present Mr. Lynk is President of the Nova Scotia Federation of Labour.



G. C. MCDADE — Hantsport. Chairman, Secondary Manufacturing Sector.

Mr. McDade is the Vice-President of Minas Basin Pulp and Power Company, Limited. He is a former Member of the Hantsport Town Council, and Chairman, Paperboard Section, Canadian Pulp and Paper Association.



L. F. MACKAY — Halifax, is Executive Secretary of the Nova Scotia Federation of Labour. Mr. MacKay was a Vice-President of the Nova Scotia Federation of Labour, a Vice-President and Secretary-Treasurer of the New Glasgow and District Labour Council and a Member of Local 1231, United Steel Workers of America.



J. R. MILLS — Halifax. Secretary, Voluntary Planning Board. Director, Voluntary Economic Planning.

Mr. Mills is a Member and served on the Council of the Association of Professional Engineers of Nova Scotia and is a Member of the Engineering Institute of Canada. Prior to his present post he worked in the construction industry throughout Canada.



N. H. MORSE — Halifax. Chairman, Board's Special Committee on Municipal Land Tax.

Dr. Morse is a Professor and Chairman of the Department of Economics, Dalhousie, a Director of the Fisheries Research Project at Dalhousie, a Member of the Canadian Council on Rural Development, of the Social Science Sub-Committee and the National Advisory Committee on Water Resources Research.



J. NICKERSON, JR. — North Sydney, is President of H. B. Nickerson & Sons Limited, Riverport Seafoods Limited, Arctic Fishery Products Limited and other subsidiary companies. He has served a term as a Member of the Advisory Committee to the Federal Minister of Industry, Trade and Commerce.



B. H. O'NEIL — Sydney, is Staff Representative of Local 1064, United Steelworkers of America. Mr. O'Neil was also President of the local for four years, was Secretary-Treasurer of the Nova Scotia Federation and President of that organization. He is a Member of APEC, of the Highway Safety Council, an alternate Member of the Nova Scotia Labour Relations Board and a Member of the Executive Committee of the Industrial Accident Prevention Division, Nova Scotia Workmen's Compensation Board.



S. A. REEVES — Sydney, is President of Maritime Builders Ltd., Reeves Building Supplies Limited, W. Fischer and Co. Limited, Shaw and MacDonald Limited and Vice-President of Mid-Town Management Limited. Mr. Reeves is a past Vice-President of the Canadian Construction Association (Nova Scotia) and Past President of the Cape Breton Island Construction Association. He is a Member of the Association of Professional Engineers of Nova Scotia, the Engineering Institute of Canada and an alternate Member of the Nova Scotia Labour Relations Board.



R. L. RHODENIZER — Barss Corner, is the owner-operator of a poultry farm and at present serves as President of the Nova Scotia Federation of Agriculture. For the past number of years, Mr. Rhodenizer was a Member of the Executive of the Federation.



R. F. RICHARDSON — Halifax. Chairman, Citizens Participation Advisory Council.

Mr. Richardson is President and Chief Executive Officer and a Director of the Maritime Life Assurance Company. He is a Fellow of the Society of Actuaries, a Fellow of the Canadian Institute of Actuaries, and an Associate of the Chartered Life Underwriters. Mr. Richardson was Chairman of the Follow-up Committee on "Encounter".



D. M. SHOOK — Amherst, is General Manager, Robb Engineering Works, Limited. He is a Director and Atlantic Region Chairman of the Canadian Institute of Steel Construction, a Member of the Engineering Institute of Canada, the Association of Professional Engineers of Nova Scotia and of the Amherst Area Industrial Commission.



W. S. SHAW — Antigonish. Chairman, Special Committee of the Board to Examine the Role of Voluntary Economic Planning.

Dr. Shaw is a Professor and Head of the Department of Geology, at Saint Francis Xavier University. He is a Director of Deuterium of Canada Limited and Vice-President of the Mining Society of Nova Scotia.



G. C. THOMPSON — Halifax. Chairman, Transportation and Communications Sector.

Mr. Thompson is President of Acadian Lines Limited and Chairman of the Board of Gray Line Sight-Seeing Companies Associated, Inc., New York. He is a Director of the Canadian Motor Coach Association, the National Association of Motor Bus Owners, is a Director and Past President of the Nova Scotia Highway Safety Council and is President of the Canadian National Institute for the Blind.



C. A. WEBBER — Brooklyn, is senior welder with Bowaters Mersey Paper Company Ltd. He is President of the Liverpool and District Labour Council, Vice-President of the Nova Scotia Federation of Labour and the Canadian Labour Congress and a Member of the Nova Scotia Minimum Wage Board. He is Past President of Local 141, International Brotherhood of Pulp, Sulphite and Paper Mill Workers.



P. E. WILE — Bedford, is Business Manager of Local 721, International Union of Operating Engineers and President of the Nova Scotia Provincial Building and Construction Trades Council. He is a delegate to the Halifax-Dartmouth, New Glasgow and Cape Breton Island Building and Construction Trades Councils, a Member of the Joint Labour-Management Study Committee of the Institute of Public Affairs of Dalhousie University.

PUBLICATIONS **VOLUNTARY PLANNING BOARD**

Title	Date
*An Analysis of the Nova Scotia Apple Industry (1930 to 1972) by N. G. Mulder	September 1964
*Demand and Production Analysis of Agriculture in Nova Scotia (1950 to 1972) by H. K. Larsen	1964
*Report on Progress, Overall Plan, Nova Scotia to 1968	February 1965
First Plan for Economic Development to 1968	February 1966
Plan for the Agriculture Sector	June 1966
Plan for the Fisheries Sector	November 1966
*Plan for the Forestry Sector	June 1966
Plan for the Mining Sector	June 1966
Plan for Secondary Manufacturing Sector by R. Ian Logan and G. P. Miller	June 1966
*Plan for the Transportation and Communication Sector	August 1966
Report of Fur, Fish, Game and Recreation Segment Committee	August 1966
A Study of Nova Scotia Exports (Fiscal 1937-38, 1947 to 1963) by John F. Earl	March 1966
A Study of Employment Trends in the Services Sector of the American, Canadian and Nova Scotia Economies (1921-1961) by D. P. Schafer	September 1966
1966 Annual Report and Economic Review	February 1967
*An Assessment of Foreign Trade in Relation to the Economic Planning and Growth of Nova Scotia	June 1967
1967 Annual Report and Economic Review	February 1968
Sydney Steelmaking Study	February 1968
An Econometric Model of Nova Scotia	November 1968
*Management Education Survey for the Province of Nova Scotia	December 1968
*Courses Available for Management Education in Nova Scotia during 1968-70	August 1969
Voluntary Planning Board's Special Committee Report on the Role of Voluntary Economic Planning	November 1970

MANAGEMENT ENGINEERING SERVICES PUBLICATIONS

Management Systems Evaluation Program: Amherst Pilot Project	September 1969
Diagnostic Team Progress Report on the Management Engineering Services Program	April 1970

*Out of Print

ANNUAL PUBLICATIONS

- *Nova Scotia Statistical Review — 1969
- Nova Scotia Statistical Review — 1970
- *Economic Review — Nova Scotia — 1968
- Economic Review — Nova Scotia — 1969
- Economic Review — Nova Scotia — 1970
- Economic Indicators (Monthly) — Limited distribution

ENCOUNTER PUBLICATIONS

- Transcript of Final Session March 1970
- Chronicle-Herald-Mail Star Supplement March 1970
- Transcripts of Daily Sessions (5 Volumes — Available in
Libraries only) December 1970
- Historian's Report March 1971

*Out of Print

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